PERS 73-4817

DD/M&S 73-4302

5 NOV 1973

DD/M&S Registry
File Q+M2-2

MEMORANDUM FOR: Deputy Director for Management and Services

SUBJECT   : ADP Resources Management Control System

REFERENCES   : A. Memo to DD/M&S Office Heads fr DD/M&S dtd 20 Sep 73,
                       subj: ADP Resource Allocations for Services from OJCS

                   B. Memo to DD/M&S Office Heads fr AD/JCS dtd 11 Oct 73,
                       subj: OJCS Program Maintenance Support for DD/M&S
                       Application Systems

                   C. Memo to D/Pers fr C/PS/OP dtd 18 Jul 73 with response
                       fr OJCS dtd 29 Aug 73, subj: Computer Requirements
                       for Personnel Planning

1. The goals for establishing an improved management control system
for use of the ADP resources are understood and necessary. The specific
rationale within the system outlined in Reference A, however, is heavily
oriented toward assumptions that the user offices are the final customers
and as such are in full control of making judgements on the need and/or
the relative priority of requirements levied on OJCS.

2. The Office of Personnel, while technically a primary user office
from OJCS's viewpoint, is in fact a channel or "agent office" for processing
the ADP requirements for all Agency components for personnel-related data
and reports. The judgements as regards the need for data and the timing
for OJCS processing are vested with the ultimate customer component or
senior official authorized to levy the request and not the Office of Per-
sonnel.   STATINTL

3. The allocations for the Office of Personnel for FY 1974 [   ]
as based on FY 1973 experience may or may not be realistic in terms of the
FY 1974 actual requirements levied through the Office of Personnel by our
customers. The OJCS Project Activity Reports for the first two months of
FY 1974 already reveal the expenditure of $152,866 of our total FY 1974
allocation. A high percentage of these expenditures is related to the
on-going commitments to the MAPS projects and the processing of Tables of
Organization changes incident to Agency managerial decisions of July and
August 1974.

4. An integral element of the ADP Resources Management Control System is the new maintenance schedule as outlined in Reference B. Here again, the majority of the Office of Personnel's "maintenance" requests and the timing for their application are dictated by decisions outside the Office of Personnel. Organizational changes as approved by Component Heads must be processed upon receipt so as not to distort the monthly strength reports, Career Service Grade Authorizations, etc. We must anticipate, therefore, that "exceptions" to the assigned quarterly maintenance schedule may be a relatively common occurrence.

STATINTL

5. We have held a series of discussions with Messrs. [ ]

STATINTL and [ ] on the Office of Personnel's role in processing ADP requirements. They are fully cognizant of the origins and nature of the day-to-day workloads that may not lend themselves to a quarterly maintenance schedule. We will continue to work closely with OJCS officers to develop advance estimates of our work requirements to permit OJCS to anticipate the impact on their resources and charges against the FY 1974 allocations presently established.

6. In Reference C, the Office of Personnel has identified five specific requirements where current computer programs are not responsive to important needs of Agency management as related to personnel planning. Included with the reference are OJCS's estimates as regards computer resources which would be required to satisfy these requirements. It is difficult to categorize these requirements as being a lower priority than our current commitments to the MAPS projects and the essential day-to-day Agency requirements for personnel-related data and maintenance activity. Upon completion of further research and development of our estimated FY 1974 workload requirements by members of my staff and OJCS I will be in a better position to discuss with you any problems which may exist and alternatives available for their solution.

STATINTL

John F. Blake
Director of Personnel

20 SEP 1973

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Joint Computer Support
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Planning, Programming and Budgeting
Director of Security
Director of Training

SUBJECT   : ADP Resource Allocations for Services from OJCS

1.   The CIA Management Committee approved in August an OJCS proposal for an ADP Resource Allocation System submitted with my endorsement.

2.   The basic goal of the system is to improve management control over the level of ADP resources used and to stimulate more cost consciousness on the part of users in their requests for computer services.

3.   Under this system, a credit allocation for OJCS services has been established for each user Office. Allocations are made in dollars and for FY 1974 will be equal to resources used by your Office in FY 1973. In general, a user Office may not demand services from OJCS in excess of its initial allocation without approval of the DD/M&S. Changes in allocation may be effected as indicated in paragraphs 3 and 5 of Attachment 1.

4.   You will receive two monthly reports as output from the system:

a.   an allocation summary report (see Attachment 2); and

b.   a detail project activity report which you should already have received for July from OJCS.

5.   The ADP Resource Allocation System is completely independent of the Agency's budgetary control system. Each Office Director is expected to review his current requirements for ADP service and ensure that all of them are necessary. Requests to terminate projects should be addressed to the Director, JCS with an information copy to the DD/M&S. Requests for new ADP services or changes to existing services should be addressed to D/JCS. Requests for ADP services which will cause the Office to exceed their allotment as projected for the remainder of the year will require

DD/M&S approval. Such requests should be fully explained and justified, and should identify existing projects which may be terminated or reduced to offset the new requirement. If offsets cannot be identified, this, too, should be fully explained.

6. Each Office Director will comment briefly about the general status of his ADP projects in the first weekly activity report submitted after receipt from the Office of JCS of the monthly project activity and allocation summary reports. Comments should focus on the rate of expenditure of the allocation and any foreseen potential problems.

/s/ Harold L. Brownman

HAROLD L. BROWNMAN
Deputy Director
for
Management and Services

Atts.

ccs: C/ISAS
      C/HS

Attachment #1
DD/M&S 73-3762

ADP RESOURCE ALLOCATION SYSTEM

1. The ADP Resource Allocation System provides a mechanism for management to monitor and control the use of ADP resources. The overall objective is to give user management a larger role in planning the level and type of ADP support they require within established constraints. Growth of ADP resources will be controlled through more deliberate planning of activity levels for existing or future projects. The system will cause users to set priorities among their various projects.

2. For purposes of allocation, OJCS resources will be subdivided into five major categories, as follows:

      Manpower
      Batch Processing (360/OS)
      Time Sharing (360/CP)
      Data Preparation and Card Processing
      Other

For FY 1974, resources for these categories will be allocated individually to users on a yearly basis. Yearly implies that once the allocation is made, the user chooses his own timing and rate of actually using the various resources.

3. The allocations set up for FY 1974 will maintain the same level of activity as that of FY 1973. Allocations will be made at the Office and Directorate levels. Each user Office will be allocated the same total dollars for each of the five major categories as billed by OJCS in FY 1973. A special reserve account will be set up for each Directorate. Funds may be transferred from Office to Office with the approval of the DD/M&S. All such transfers must be within one of the five categories (para 2). For example, dollars can move from Office A's Batch Processing account to Office B's Batch Processing account. Dollar transfers cannot be made between unlike categories, such as Manpower to Batch Processing.

4. Once the allocation for the Fiscal Year is made, the total dollars for each category will remain constant for that year. Performance reports (Allocation Summary Report) will reflect actual monthly activity versus a monthly straight line projection, actual year-to-date activity versus a year-to-date straight line projection, and total yearly allocation versus total remaining allocation.

5. If an Office is about to exceed its allocation, there are several options it may pursue. First, it should review remaining requirements for possible elimination of lower priority projects in an effort to free up the

needed allocation. If this cannot be done, it can request an additional allocation from the DD/M&S. Depending on the merits of the case, the DD/M&S can increase the allocation of the requesting Office by either charging the Directorate reserve or the account of another Office within the Directorate. However, if this action cannot be taken and the DD/M&S feels justified, he can request aid from other Directorates via OPPB. In such cases OPPB will undertake to determine where an excess allocation may exist and to broker the necessary transfers. If there is no allocation available, OPPB will recommend to DD/M&S what action should be taken. Approval would result in granting the requesting Office additional allocation. Disapproval would necessarily deny to the requesting Office the services requested.

6. Over time it will be necessary to revise the price rate structure to reflect changes in both the types of services provided and the technology required. When rate changes are effected, provision will be made such that existing allocations will not be reduced.

7. OJCS will maintain a reserve account which will be allocated especially for the rerun* of Batch Processing. Funds will be made available for this account by computing the total Batch Processing allocation at 10% below the total actually available. This action is not meant to reduce current levels of batch activity but merely recognizes that users will not want some jobs charged to their accounts if the jobs in question were considered to have errors outside the users' control. When users' accounts are credited for jobs of this nature, the sum of these transactions will be balanced against the OJCS rerun reserve.

8. OJCS will have an allocation set for those activities not considered to be direct overhead. It should be noted that OJCS is both a supplier and user of ADP resources. In order to control those overhead activities related to the supplier aspect, an internal cost system is necessary and is to be addressed. As a user, however, OJCS has been billing itself and will continue to do so in the future.

---

* Reruns are computer jobs that require reprocessing and are not billed to the user.

OJCS-1193-73
11 October 1973

MEMORANDUM FOR: Director of Communications
Director of Finance
Director of Logistics
Director of Medical Services
Director of Personnel
Director of Planning, Programming and Budgeting
Director of Security
Director of Training

SUBJECT : OJCS Program Maintenance Support for DDM&S
Application Systems

1. Definitions.

a. Program Maintenance. Changes to a computer program required to improve its performance or utility, or to provide different outputs, such as a new style of report.

b. Scheduled Program Maintenance. Changes scheduled in advance and usually made at periodic intervals rather than as each change is suggested.

2. Policy. Effective immediately, the Office of Joint Computer Support (OJCS) will provide only scheduled program maintenance for DDM&S applications. Exceptions may be made in emergencies or when approved in writing by the Director of Joint Computer Support.

3. Procedures.

a.. Program maintenance will generally be done on a quarterly schedule.

b. User offices and OJCS project leaders may submit requests for program maintenance at any time prior to ten (10) days before the end of a given quarter.

c.   OJCS will consolidate all requests for program mainte-
nance and prepare plans for performing the analysis and programming
required.   These plans will be sent to user offices with a request that any
comments be returned to OJCS within five working days.   All plans will
include estimates of labor and machine costs to be charged to user accounts.

d.   OJCS will fix programming mistakes or unexpected pro-
gram performance problems which are of immediate concern to users as
soon as possible.   Program inadequacies or minor program faults which
are not unduly disturbing to the users will be deferred until the next regular
quarterly maintenance period.
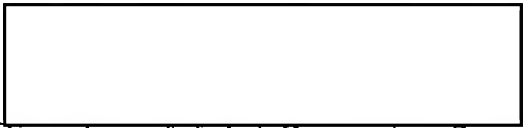
e.   All program maintenance requests will be forwarded to
the Chief, Applications Division, OJCS, using Form 930, Request for
Computer Services.

f.   Quarterly program maintenance periods will begin on the
first day of the months listed below:

OMS, OP, OS, OTR	January, April, July, October
OC, OJCS, OL	February, May, August, November
OF, OPPB	March, June, September, December.

STATINTL

Acting Director of Joint Computer Support

cc: C/AD/OJCS
      C/OD/OJCS
      C/SED/OJCS
      C/USD/OJCS

2

18 July 1973

MEMORANDUM FOR: Director of Personnel

SUBJECT   : Computer Requirements for Personnel Planning

1. Following oral conversations with Mr. Fisher and several
discussions within PS/OP, we prepared the attached list of computer
information needed to do the planning job. The requests are not
made to prepare a particular study or statistical array; they are a
procedural means of doing business on a continuing basis. In this
sense, they are resources, no more and no less important than pencils,
typewriters and hands. Without them, we will provide fewer answers
than is otherwise possible, and we will use professional officers as
clerks.

2. The importance of the computer requirements for planning
purposes is evident from the fact that their identification is an
OP objective in the FY 74 Program Submission--an item of accountability
to the DDM&S. It is important that this perspective be kept in mind
when evaluating the relative priority of these needs in relation to
other personnel and non-personnel demands on the computer.

3. Within the last year, I think it has become clear that a
significant, if not major, transformation in personnel policies and
directions is taking place within the Agency. Although the precise
responsibilities of the Plans Staff and OP will depend upon the
response of top management to recommendations by the Personnel
Approaches Study Group, it is apparent what the essential role and
thrusts of the effect in PS/OP will be. I will illustrate a few
examples of our continuing responsibilities for staffing you and the
7th floor, and I will mention our current capabilities for doing
a thorough and timely job:

    a. Retirement projections - Many weeks of manual digit-
counting are required to do things of the most elementary nature
e.g. eligible retirees in future years must be calculated by
the thousands, one at a time. Lacking certain essential data,
projections are primitive.

    b. Evaluation of future personnel flows within major
occupational families (as the basis for fundamental planning of
optimal inputs, internal movements, promotions and personnel
outflows within such groupings) - Only individual name information

ADMINISTRATIVE - INTERNAL USE ONLY

is available, showing such basic delineations as occupational codes and sub-category codes. The process is manual.

c. APP base year data - This comprehensive system of personnel planning (introduced by Mr. Colby and requiring action by all components) is supported by machine runs that were developed for other purposes and are only partially relevant. They require extensive manipulation. A basic printout is needed, as in the budget process.

d. Response to OMB on manpower levels - Forecasting of current input levels to avoid future losses in professionalism is done poorly by manual effort. (An effective capability is important in justifying desired Agency manpower and input levels.)

4. The attachment contains other examples of computer data needed so that professionals can spend their time analyzing instead of compiling. Moreover, OP requires the requested information in order to pursue plans with OJCS and OER to build personnel simulation models for forecasting the future effects of current choices--something that must come if we are to effectively support senior officers and line managers in the remaining 70's.

5. The attached list should be a principal issue for discussion with Chief, MAPS when he visits OP to determine current computer interests.

6. To facilitate a reply by OJCS regarding its capacity to meet these requests, the attachment contains spaces for availability dates to be estimated under conditions of priority and high priority handling, respectively. Once the specific reactions of OJCS are obtained, we could then hold further conversations as appropriate with OJCS and/or DDM&S to ensure that proper priority is given the earliest possible availability of the data requested.

STATINTL

Chief, Plans Staff
Office of Personnel

Att
As Stated

ADMINISTRATIVE - INTERNAL USE ONLY

COMPUTER REQUIREMENTS NEEDED FOR PERSONNEL PLANNING AND MODELING

1. Preparing APP

    a. Objectives and Approaches

    Assist the components to meet their responsibilities in pre-
    paring the APP effectively and simply as possible, by providing
    them with computer-produced base year data needed for prepar-
    ation of APP.

    b. Data Needed

Items Needed	Est. OJCS Delivery Date	
	Priority	III Priority
(1) Computer print-outs of actual FY 1974 perfor- mance in all base-year segments of Part I and II of the APP, by components. Sum- marize component aggregates by Directorates. (Use APP as source document in doing this programming.)		

2. Projecting and Recommending of Appropriate Personnel Flows and
   Preparing Age and Grade Analyses.

    a. Objectives and Approaches

    Evaluate personnel flows and their consequences within specified
    occupational categories, under conditions of varying personnel
    reductions, losses, EOD's, promotions and internal transfers.
    Data are needed to trace management alternatives involved in
    prospective or achievable variable flows, e.g. probable promotion
    rates; kinds of inputs required to meet program requirements;
    appropriate age and grade balances within occupational groups;
    alternative combinations of new employees, lateral entries of
    specialists and internal assignees; utilization of minorities;
    volume of personnel development needed; and desired age com-
    position in executive and feeder groups.

    b. Data Needed

Items Needed	Est. OJCS Delivery Date	
	Priority	Hi Priority

(1) Age and Grade Distribution of ODS as of end of
Fiscal Year, by Agency and Directorates. Group
under sub-category code according to occupa-
tional code (put all like integers together
e.g., both 150.03 and 150.04). Show each
occupational code as follows:

Grade	Age		
	Under 20	5 Yr. Intervals	60 and Over

(2) EODs during FY, arrayed same as para. 2 b (1)
above.

(3) Separations during FY, (retirements, non-retire-
ments separately shown), arrayed same as para.
2 b (1) above.

(4) Promotions to each grade during FY, arrayed same
as para 2 b (1) above.

(5) Reassignments In and Out of each grade during
FY, by components and Directorates. Show RIs
and ROs by sub-category codes.

(6) Total sub-category code changes at each grade
during FY (to and from professional ranks only),
by components. Breakdown within each grade by
occupational code (like integers together).

3. Evaluating Separation Trends and Facilitating Preventive Management
of Attrition, when Feasible.

   a. Objectives and Approaches

   Analyze on a continuing basis the more significant elements of
   employee separations, in order to acquaint Agency officials with
   areas of possible preventive or remedial action. Use in an in-
   tegrated data matrix for component Directorate and Agency levels
   to permit managements' quick appraisal of vacancies from normal

levels of attrition. Highlight job-related attrition, versus
other types of separations, and focus on the relative significance
of reasons for separation.

b. Data Needed

Items Needed	Est. OJCS Delivery Date	
	Priority	Hi Priority
(1) Quarterly, semi-annual and annual attrition matrix, with related reports, by Agency, Directorates and components (use matrix attached).		
(2) Quarterly, semi-annual and annual listing of separations, by reasons and relative significance of reasons (using revised separation codes and scales of relative significance in individual cases, as cited by departing employees), prepare by Agency, Directorates and components.		

4. Estimating Inputs Needed to Maintain Agency Professionalism

    a. Objectives and Approaches

Provide guidance to top management and OMB on the minimal input
of professionals needed each year to offset future annual losses
of all officers GS-13 and above by well-qualified professionals.
A rough estimate submitted last year to OMB helped to justify
Agency manpower levels and provided an argument against further
ceiling cuts. Such estimating should be prepared annually,
based upon improved data, in support of future manpower requests.
This planning effort must take into account the probable annual
volume of separations, lateral entries and conversions of
clericals and technicals to professional status within grades
GS-12 and below in order to estimate how many additional young
professional EOD's should be brought in each year to produce
any given number of professionals that will be needed to replace
estimated losses in grades GS-13 and above some seven to eight
years later. (This estimated time span represents the lapse
between the time young professionals EOD at varying in-hiring
rates and the normal time when well-qualified young professionals
can be expected to reach the GS-13 level.

    b. Data Needed

Items Needed	Est. OJCS Delivery Date	
	Priority	Hi Priority
(1) Average time-in-grade for promotion of professionals to each grade during the FY, by Agency, Directorates and components. Show by occupational codes (all like integers together).		
(2) Other information needed concerning changes in sub-category codes, EOD's and separations within grade groups can be obtained from available machine runs or data requested in this paper.		

5. Projecting Retirements

   a. Objectives and Approaches

      Project probable levels of retirements and evaluate personnel
      implications for the attention and action of senior officials,
      monitor administration of the CIARDS quota; assist the Office
      of Finance in determining future funding liabilities of CIARDS;
      and advise the Directorate and components concerning prospective
      personnel flows and related developments applicable to their
      areas.

   b. Data Needed

Items Needed	Est. OJCS Delivery Date	
	Priority	Hi Priority
(1) Eligibles by retirement system (CIARDS or CSRS) for current and next ten Fiscal Years. Names of eligibles should appear in one year only (mandatories by definition are eligibles). Sort by Agency, Directorates and components, Career Services, and occupational codes.		
Note: In each sort, eligibles should be ranked in descending order of age and by grade within groups of the same age and include name, DOB, grade, SCD, LCD, and CIARDS qualifying service, if any.		
(2) Eligibles in each year FY 69-73, tabulated as above.		

(3) For current and next 10 FY's, all personnel
    under age 50 who have 25 or more years of
    service plus CSRS participants over age 50
    with 20 or more years service not other-
    wise eligible [for discontinued service
    projections].

(4) Employees who voluntarily retired one, two,
    three, four or more than five years before
    their mandatory retirement date. Trace
    for all retirees whose scheduled mandatory
    retirement years were FY 1973, 1972, 1971,
    1970 or 1969.

(5) Number of CIARDS participants with overseas
    qualifying services between 3 to 4 years
    as of October 1964 who subsequently ac-
    quired 5 years overseas service in one of
    the years 1964 to 1973. Repeat process for
    those who had between 4 and 5 years service
    as of October 1964.

(6) Ditto above, using data sample as of Oct-
    ober 1969.

(7) Retirements by occupational code by grade
    and age (combine all under 50 in one age
    group and all 60 and over in one age group).

(8) Retirements by month (semi-annual and annual
    reports), sub-divide as follows:
    By system (CIARDS, CSRS)
    By employee category (appointee, contract,
    wage board, special pay plans)
    By type (mandatory, discontinued service/
    involuntary, voluntary/optional, disability)

Next 1 Page(s) In Document Exempt

24 August 1973

MEMORANDUM FOR: Deputy Director of OJCS

SUBJECT   :   Computer Requirements for Personnel
                      Planning, Memorandum from Chief, Plans
                      Staff, OP, dated 18 July 1973

STATINTL

    1.   On 16 August, four members of OJCS

Branch from the Office of Personnel to review the reports
requested in the referenced memorandum and to define the
populations involved, the base to be used for computing
percentages, averages, etc.

    2.   The entire package involves 108 reports, 36 of
which are contained in the Advanced Personnel Planning
(APP) mentioned in paragraph 1.   The reports can be cate-
gorized as follows:

    93 - Can be programmed with data in the current
         computer system

    3 - Less than half the figures required can be
        obtained from the data available

    8 - No data is available in the system

    4 - Probably can be programmed with current
        data but specifications were unknown or
        not obtainable from the OP representatives

STATINTL
        is in the hospital).

    3.   An analysis of the time and costs involved are as
follows:

a. Paragraph #1 - Preparing APP

	Man Hours		
Design and Report Specifications	200	=	$ 3,400
Flowcharting/Coding/ Compile	860	=	14,620
Debugging and Testing	250	=	4,250
Implementation and Documentation	180	=	3,060
Sub Total	1490	=	$25,330
Overhead 20%	298	=	5,066
TOTAL	1788	=	$30,396

b. Paragraph #2 - Personnel Flows and Age/Grade Analyses

	Man Hours		
Design and Report Specifications	48	=	$ 816
Flowcharting/Coding/ Compile	180	=	3,060
Debugging and Testing	60	=	1,020
Implementation and Documentation	30	=	510
Sub Total	318	=	$ 5,406
Overhead 20%	64	=	1,088
TOTAL	382	=	$ 6,494

c. Paragraph #3 - Separation Trends and Preventive Attrition

	Man Hours		
Design and Report Specifications	56	=	$ 952
Flowcharting/Coding/ Compile	200	=	3,400
Debugging and Testing	70	=	1,190
Implementation and Documentation	30	=	510
Sub Total	356	=	$ 6,052
Overhead 20%	71	=	1,207
TOTAL	427	=	$ 7,259

d. Paragraph #4 - Agency Professionalism

	Man Hours			
Design and Report Specifications	16	=	$	272
Flowcharting/Coding/ Compile	60	=		1,020
Debugging and Testing	20	=		340
Implementation and Documentation	10	=		170
Sub Total	106	=	$	1,802
Overhead 20%	21	=		357
TOTAL	127	=	$	2,159

e. Paragraph #5 - Projecting Retirements

	Man Hours			
Design and Report Specifications	88	=	$	1,496
Flowcharting/Coding/ Compile	340	=		5,780
Debugging and Testing	110	=		1,870
Implementation and Documentation	60	=		1,020
Sub Total	598	=	$	10,166
Overhead 20%	120	=		2,040
TOTAL	718	=	$	12,206

4. Attachment A is a summary of estimated cost, both man hours and computer.

STATINTL

Attachment

PROPOSED COMPUTER REQUIREMENTS FOR PERSONNEL PLANNING

Summary of Estimated Cost

	Number of Reports	Estimate of Hours	Estimated Cost Design/Programming	* Estimated Computer Cost
Paragraph #1	36	1788	$30,396	$18,000
Paragraph #2	11	382	6,494	5,500
Paragraph #3	6	427	7,259	3,000
Paragraph #4	3	127	2,159	1,500
Paragraph #5	40	718	12,206	20,000
TOTALS	96	3442	$58,514	$48,000
TOTAL COST		3442	$106,514	

* Includes only cost for debugging and testing.

Estimates are for only those reports that can be done.

An observation on #2 —

With our larger management role, OP or any office, should not be content always to be merely an "Agent" but rather should decide when a requirement using ADP is reasonable and necessary and when the action should be deferred, denied or modified.

B